

## 2 Qualification and Experience

A program with the degree of potential impact proposed in the Virginia Enterprise Applications Architecture (VEAA) Initiative is not frequently undertaken in state and local governments—in part because no single entity has the resources and the expertise to create and deliver such sweeping change. To create the mission critical transformation proposed by this Initiative, the Commonwealth must work with a partner with expertise across a range of disciplines: government experience with large-scale systems integration projects from a business perspective; Virginia-specific experience with both agency and enterprise systems; business relationships and subject matter expertise at the Virginia agency and enterprise levels; and experience with alternative funding models and the particular resource and relationship demands of public-private partnerships.

CGI-AMS recognizes that this set of capabilities and knowledge is best offered to the Commonwealth through a team of firms that collectively will become Virginia's partner of choice to implement the Virginia Enterprise Application Architecture Initiative. We have structured a team of firms with a broad range of strengths and demonstrated contributions that share a deep interest in the commitment to the modernization of administrative business practices and technologies of Virginia state government.

The following sections describe the structure of Team CGI-AMS, the Team's relevant experience, and past performance that we bring to this engagement. The partnership relationship with the Commonwealth is an integral element of the proposal and is included in the governance discussion in Chapter 9.

### 2.1 Team CGI-AMS

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CGI-AMS has organized a group of partners under a proposed program management structure that we believe will materially contribute to the Partnership's success. CGI-AMS is leading the Team as the prime contractor, with SiloSmashers, MAXIMUS, and GC Services as major partners. These are three uniquely qualified companies with a strong history of successfully implementing projects across the country which are relevant to the VEAA.

CGI-AMS and our partner share a common interest in and commitment to the improvement of Virginia government. Three firms are headquartered in Virginia, and all four collectively employ more than 17,000 professionals in the state making a commensurate tax and payroll contribution. With so much of our business operations in the state, we are committed to supporting better government outcomes that will benefit our employees and our companies, as well as recipients of the services of the Commonwealth.

**Exhibit 2-1 Team CGI-AMS**



As prime contractor, **CGI-AMS** will bring partnership management, robust program management, and systems integration. Since 2004, it is the wholly owned U.S. subsidiary of CGI Group Inc., the fifth largest independent IT services firm in North America and the eighth largest in the world. CGI is differentiated from competitors by our flexible delivery approach, rooted in ISO-9001 frameworks and adaptable to our client's way of doing business. CGI's financial strength is demonstrated by over 29 years of continued profitability and solid business performance. As CGI-AMS in the United States, we are a full service IT and managed services provider with deep government expertise and innovative service models that help our clients achieve their business goals. Our track record of 375 government customers and three decades of delivering public sector solutions speaks to our delivery excellence and the committed partnerships we form.

CGI-AMS has a proud record of successful engagements in Virginia government for the last 18 years and is the only IT consulting firm to have engaged in large-scale, successful, public-private partnerships with the Commonwealth. Two of CGI-AMS's premier and award-winning transformation projects are in Virginia: the eProcurement project eVA and the VATAX Partnership Project. These projects apply the same principles of transforming the enterprise that we propose

for the VEAA Initiative. We have a demonstrated history of results in Virginia and in many other states, because we have a deep understanding of the business practices and supporting technology that enable better government performance.

Established in 1992, **SiloSmashers** is a small woman- and Native American-owned Virginia-based company dedicated to providing management and technology consulting services in a collaborative manner. With extensive federal government project management and business transformation experience handling large scale projects across multiple agencies, the firm has more experience than any other contractor in program management and transformation efforts for E-Government initiatives at the federal level. Current initiatives include the federal government's Integrated Acquisition Enterprise System (reducing 48 systems to 1) and e-Travel (reducing 35 systems to 1).

Founded in 1975, **MAXIMUS, Inc.** is Virginia-based and, with 5,500 employees, is the largest firm in the nation devoted to providing services exclusively to government agencies. MAXIMUS provides governments with a wealth of talent and experience operating health and human services programs. Of particular relevance to this Initiative, MAXIMUS has conducted cost recovery projects in 25 states, and has performed revenue-related projects in 47 states altogether—producing well over \$1 billion in federal funding for government agency clients.

Since 1957, **GC Services** has been increasing revenue and resolving cases/accounts for government agencies. It manages more than \$30 billion in government receivables each year, including some of the largest government accounts ever assigned to the private sector. Its extensive history and industry expertise enables its public-sector partners to respond to the tremendous pressure to improve financial and operational efficiencies, while providing excellent customer service—all within a stringent regulatory environment.

## 2.2 Partner Roles

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Each partner in Team CGI-AMS was carefully chosen for its capabilities and knowledge, enabling us to offer the very best qualifications to address Virginia's needs. Exhibit 2-2 summarizes the qualifications of the partner to play the assigned role.

**Exhibit 2-2 Partner Capabilities for VEAA Initiative Role**

Partner	Program Role	Expertise
CGI-AMS	<ul style="list-style-type: none"> <li>Strategic planning</li> <li>Program management</li> <li>Partnership management</li> <li>Systems integration</li> <li>Subject matter expertise</li> <li>Application management</li> <li>Business process services</li> </ul>	<p>CGI-AMS stands alone as the only firm that has worked with the Commonwealth to successfully re-engineer and modernize major administrative functions such as tax administration and procurement, and we understand Virginia's unique circumstances and characteristics.</p> <p>CGI-AMS is nationally recognized for its ability to transform public sector organizations by coupling the use of business process re-engineering with enabling technology.</p>
SiloSmashers	<ul style="list-style-type: none"> <li>Business process reengineering</li> <li>Organizational development and transition management</li> <li>Strategic planning</li> <li>Collaborative tools and processes</li> <li>Program management expertise</li> <li>Subject matter expertise</li> </ul>	<p>SiloSmashers' in depth understanding of managing complex, large-scale organizational transformations is at the core of its expertise and describes the majority of its successful projects. SiloSmashers has developed a highly collaborative culture and management approach that integrates sound project management principles.</p> <p>The firm partners with organizations to work effectively across organizational boundaries, focusing particularly on integrating processes, people, and technology.</p>
MAXIMUS	<ul style="list-style-type: none"> <li>Subject matter expertise</li> <li>Services in fleet management, equipment management, and cost recovery</li> </ul>	<p>MAXIMUS, Inc. works with a corporate mission of "Helping Government Serve the People." It is the largest firm in the nation devoted to providing services exclusively to government agencies.</p> <p>MAXIMUS understands the issues that face state and local governments and education agencies and works to strengthen and improve their programs, operations, systems, and financing.</p>
GC Services	<ul style="list-style-type: none"> <li>Subject matter expertise</li> <li>Accounts Receivable Management services</li> </ul>	<p>GC Services offers a half-century of collections experience and manages more than \$30 billion in government receivables each year, including some of the largest government accounts ever assigned to the private sector.</p>

**Team partners collectively bring over 75 years of experience providing innovative solutions to businesses and government.**

## 2.3 Corporate Qualifications and Experience

Team CGI-AMS brings knowledge gained from a collective 126 years of experience providing innovative solutions to businesses and governments. A partnership with this foundation of experience is essential for the Commonwealth to succeed in the VEAA Initiative. Exhibit 2-3 summarizes the experience that the members of the Team will individually and collectively bring to accommodate the scale of the VEAA Initiative.

**Exhibit 2-3 Team CGI-AMS Capabilities for the VEAA Initiative**

	CGI-AMS	SiloSmashers	G C Services	MAXIMUS
Government experience with large-scale systems integration projects from technology perspective	✓	✓		✓
Government experience with large-scale systems integration projects from business modernization perspective	✓	✓		✓
Business relationships and subject matter expertise in Virginia agencies	✓	✓	✓	✓
Business relationships and subject matter expertise with the Virginia enterprise	✓			
Virginia experience with agency systems	✓	✓	✓	✓
Virginia experience with enterprise systems	✓			
Experience with alternative funding models and public-private partnerships	✓	✓	✓	✓
SWAM vendor		✓		
Date established	1970	1992	1957	1975
Years in business	35	13	48	30

## 2.4 Corporate Profiles

### 2.4.1 CGI-AMS Corporate Profile

Created through the merger of CGI and AMS in 2004, CGI-AMS is the Fairfax, VA-based U.S. strategic business unit of CGI: a world-class leader in information technology and business process outsourcing. By joining forces with AMS, CGI has doubled its critical mass in both the United States and Europe. With 25,000 professionals and US\$3 billion in revenue, CGI is one of the largest independent IT and BPO companies in the world.

CGI provides a full range of IT and management consulting services, including IT strategic planning, business process engineering, and systems architecture. CGI also provides implementation services covering the full scope of today's enterprise IT environment, integrating different technologies to create IT systems that respond to clients' strategic needs. In addition to its expertise at working with

leading technologies and software applications, CGI provides customized application development services that leverage its ISO 9001 and CMM certified methodologies.

Under the CGI-AMS banner in the United States, our U.S. clients gain the advantage of a knowledgeable, dedicated partner working to develop and implement IT-oriented solutions to address their business and technology challenges. Our experience is derived from strategic engagements with many of the world's leading public and private organizations. CGI-AMS works with customers to achieve high-value returns from their organizational, personnel, and information technology investments.

**Public Sector.** CGI-AMS is committed to helping governments streamline and automate their business and operations through smart investments that reduce costs and risk. Our innovative partnership approaches, such as benefits funding and strategic outsourcing, mean measurable results even in challenging times. With extensive knowledge of the business of government, CGI-AMS partners with leading companies to develop and integrate complex information technology systems.

In 2004, products and services revenues associated with state, federal, and local government organizations amounted to nearly 60 percent of CGI-AMS revenue. Our public sector clients include many of the largest state, federal, county, and city governments in the nation.

- Over 90 percent of U.S. civilian and defense agencies
- Thirty-six U.S. state governments
- More than 200 cities, counties, universities, and local agencies.

**Enterprise Applications and Partnerships.** CGI-AMS's experience supporting large-scale business modernization engagements include the Virginia Department of Taxation (VA TAX) Partnership Project, New York City Financial Management System (FMS), Commonwealth of Virginia, eVA e-Procurement.

- **VA TAX Partnership Project** – CGI-AMS is assisting the Commonwealth of Virginia's Department of Taxation in modernizing its business processes and web-enabling its tax and revenue systems. Under the benefits-funded contract, CGI-AMS helps VA TAX deliver better service to its clients and support the Commonwealth's commitment to advancing electronic government. This includes the comprehensive re-engineering of the department's business processes, workflow, and job functions, which began by identifying "fast track" initiatives to create an early stream of benefits for project funding. In an effort to eliminate VA TAX's paper files and web-enable tax services to its clients, CGI-AMS designed, developed and implemented iFile, which allows business to file sales and use taxes and withholding taxes online. The iFile systems also allows for individuals to pay their personal taxes online. As of January 2005, over 62,000 businesses are using iFile to file and pay their Sales/Use, Withholding, and Corporate returns. Since its inception, iFile has collected more than \$970 million in payments.



- **New York City FMS** – CGI-AMS supported New York City in replacing its 20-year-old custom financial management system, which CGI-AMS had previously implemented, along with ten other systems that supported various components of financial management and budgeting. FMS is a mission-critical financial and business management system that processes more than \$50B annually in City budget and expenditures across all funds, with more than 40,000 transactions processed each night. CGI-AMS implemented FMS, which ties together the City's accounting, budgeting, and procurement functions. FMS leverages our Advantage 2000 solution, a CGI-AMS-developed application suite that addresses all major administrative requirements for state and local government agencies. CGI-AMS provided complete systems integration services, covering the development of the FMS application, support for implementation and on-going maintenance of the system, and the deployment of the hardware and network infrastructure required to operate FMS on a citywide basis.
- **Commonwealth of Virginia, eVA e-Procurement** – CGI-AMS was awarded a contract to provide a comprehensive, integrated solution addressing the Commonwealth's vision for statewide electronic procurement. Using buysense™, powered by Ariba Buyer, and CGI-AMS ADVANTAGE® Procurement, the system known as eVA is a hosted, fully integrated, web-based procurement system that takes full advantage of the latest technology, industry standards and best business practices, enabling the Commonwealth to maximize the value of its procurement processes and reduce costs. The cornerstone of the Commonwealth's approach to supply chain management, the eVA solution is used by 171 state agencies and institutions, 476 local governments, and more than 27,000 registered vendors. eVA offers 5 million line items in almost 1,000 electronic catalogs. As of the submission of this proposal, eVA has processed more than 640,000 orders representing \$6.6 billion in goods and services.



#### 2.4.2 SiloSmashers Corporate Profile

Founded in 1992, SiloSmashers quickly grew from a start-up management consulting venture specializing in collaborative services for federal government clients to a full-service management consultancy, specializing in large-scale private and public sector business transformations. Named one of Washington Technology's Fast 50 this year for its dramatic growth, SiloSmashers leads the market in project management and business transformation contracts. Company personnel are all seasoned experts, providing customized solutions unmatched by larger firms. Continued growth of the firm is projected as clients turn to SiloSmashers for repeat business because of the demonstrated value and quality service we deliver.

SiloSmashers is a Native American, woman-owned corporation, certified by the Small Business Administration as an 8(a) small disadvantaged business.

**Public Sector.** From its inception, SiloSmashers has served the public sector through a wide variety of federal government programs and projects. SiloSmashers' first engagement, for the Department of Defense (DoD) Corporate Information Management Office, was to build and run the first DoD Center for Process Improvement. Today, the firm guides and staffs a number of complex government-wide federal E-Government projects, with operational budgets of

hundreds of billions of dollars each year. The firm provides Project Management and Business Transformation services that address all aspects of program development, including major governance and funding issues. The firm is managing more E-Government projects than any other firm and is central to federal government's implementation of the President's Management Agenda.

SiloSmashers teams are involved in projects across the country, providing services that integrate information technology (IT) systems across agencies and establish new enterprise systems within agencies. SiloSmashers provides a broad range of solutions designed to address each individual agency's needs while improving accessibility and usability for citizens. From its work with the Coast Guard, to the General Services Administration, to its leadership within the federal E-Government program, SiloSmashers has established itself as the preeminent public sector management consultancy for business modernization within the federal government .

**Enterprise Applications and Partnerships.** SiloSmashers uses a proven methodology to balance technology change with the business and organizational transformations crucial to successful business modernization programs. SiloSmashers focuses on the critical success factors within organizations (financial, cultural, and technical) and highlights impediments and accelerators that impact the organization's success. SiloSmashers employs a number of structured processes that can establish a strategic plan, prioritize objectives, create business plans, create integrated communications and change management campaigns, and establish human and organizational performance measures and goals—all of which are designed to realign the organization with its modernization goals. Employing a strong culture of collaboration, SiloSmashers is known for its ability to facilitate understanding among complex groups of stakeholders and build the commitment and buy-in necessary for lasting change. SiloSmashers' experience is highlighted through a sample of its major public sector business modernization projects, below.

- **GSA Office of Government-Wide Policy E-Government Strategy Program/ Project Management Office (PMO) Support Services –**  
SiloSmashers is the major partner in an integrated team with federal government personnel providing Program Management Office (PMO) leadership and support to the GSA Office of Governmentwide Policy for the five E-Government initiatives sponsored by GSA. These initiatives are broad, complex, government-wide initiatives involving massive technological, organizational and policy change across all civilian federal agencies. Deriving their mission directly from the imperatives outlined in the President's Management Agenda, the 24 E-Gov Initiatives will modernize and transform the way the federal government operates and delivers services. The E-Gov program will consolidate, streamline, and modernize technology, operations, and service lines within the federal government to greatly improve efficiency and effectiveness and to build citizen- and customer-centric organizational cultures.  
  
SiloSmashers' role with the GSA E-Government PMO has been one of staff augmentation and integration in providing program/project management, security, enterprise architecture, financial management, change management, support services, multi-media communications, branding, and information



technology expertise. Our role with each of the E-Gov initiatives has continually expanded so that we now staff and support all five GSA E-Government initiatives, in both leadership and support roles. SiloSmashers staff now serves as the Deputy Program Manager of the PMO and as Operations Manager on two of the five project teams. In addition, SiloSmashers communications specialists created the E-Gov brand and logo used widely across the federal government .

- **GSA FTS Center for Information Security Services (CISS) Strategic Planning, Organizational and Customer Assessment, Financial Analysis, Transformation Strategy/Implementation and Change Management** – Following its restructuring in 2000, SiloSmashers assisted CISS achieve a fundamental shift in its business model, as it transformed from primarily providing direct technical services to providing assisted procurement services, along with additional types of direct technical services. This work involved a major business process re-engineering and large-scale organization change effort to support CISS' modernization goals. After performing an initial organizational assessment, SiloSmashers led CISS in formulating a Strategic Plan, including defining five major actions for change. SiloSmashers then provided task area leadership, business management expertise, and organization development consultation in those change areas:

- Developing an enhanced marketing and sales program
- Improving financial management reporting and tracking
- Reviewing and revising internal processes and workflow
- Building a customer relationship program
- Developing a personnel performance management program

Today, CISS is reaping the results of its successful modernization and business transformation process. Fiscal Year 2002 revenue increased 16 percent despite the workforce being reduced 22 percent. CISS' revised revenue goal of \$80 million was met, showing a slight profit before the allocation of external overhead.

- **Integrated Acquisition Environment (IAE) Initiative under GSA Office of Government-Wide Policy E-Government Strategy Program/Project Management Office (PMO)** – As one of the 24 E-Government initiatives identified by the Office of Management and Budget, the IAE initiative's vision is a secure business environment that facilitates and supports cost-effective acquisition of goods and services in support of mission performance. The integrated SiloSmashers and government-staffed IAE team is responsible for creating a simpler, common, integrated business/acquisition process across the entire Federal government for buyers and sellers that promotes competition, transparency and integrity; increases data sharing to enable better business decisions in procurement, logistics, payment and performance assessment; and takes a unified approach to obtaining modern tools to leverage investment costs for business related processes. SiloSmashers provides the consulting support for this government-wide initiative in the areas of project management, business analysis, communications and change management.

SiloSmashers has continuously expanded its role with the initiative and today provides 16 professional staff members who work on the six projects involved in the IAE Initiative.



### 2.4.3 MAXIMUS Corporate Profile

Created with the vision of *Helping Government Serve the People*, **MAXIMUS Inc.** serves and manages local, state, and federal government programs, playing a critical role in providing services that directly help individuals and families improve their lives. In its role as a consultant, MAXIMUS assists governments in managing programs, developing new policies, and procuring new technologies that meet the needs of the public sector. With experience in large-scale systems integration projects, MAXIMUS provides system solutions that help government operations run more efficiently in areas of healthcare and welfare. Founded in 1975, MAXIMUS is the largest firm in the nation devoted to providing services exclusively to government agencies. Of particular relevance to this Initiative, MAXIMUS has conducted cost recovery projects in 25 states, and has performed revenue-related projects in 47 states altogether.

Exhibit 2-4 shows many of the funding sources and program areas involved in MAXIMUS' recovery of more than \$15.1 billion in revenue for state and county clients.

**Exhibit 2-4 Summary of MAXIMUS Team Cost Recoveries**

STATE	DOLLARS TO DATE (in millions)	FEDERAL FUNDING SOURCE												MAJOR PROGRAM AREAS									
		Title IV-E	Title IV-B	Medicaid	Fraud/Abuse	TPL	Drug Rebate	CHIP	TANF	CCDF /SSBG	Medicare	SSI	IV-A EA	Foster Care	Residential	Case Mgmt	Probation	Corrections	Family Pres	MH/MR/DD	Institutions	Admin Cost	Education
Alabama	10.0				✓		✓																
Arizona	46.9					✓				✓			✓	✓	✓				✓			✓	✓
Arkansas	73.8		✓	✓		✓				✓		✓	✓	✓	✓	✓			✓			✓	
California	152.9	✓	✓	✓		✓			✓	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓
CMS (HCFA)	1.3					✓																	
Colorado	104.7	✓	✓	✓	✓	✓	✓		✓	✓						✓	✓					✓	
Connecticut	1,228.0	✓	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
District of Columbia	250.0	✓	✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓
Delaware	2.9					✓																	
Florida	349.0	✓		✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓		✓			✓	✓
Georgia	57.4	✓	✓	✓				✓	✓	✓			✓	✓	✓	✓			✓			✓	
Hawaii	5.7	✓		✓				✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Illinois	997.5	✓	✓	✓		✓			✓	✓			✓	✓	✓	✓			✓			✓	
Indiana	202.0	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Iowa	127.8	✓	✓	✓		✓			✓	✓			✓	✓	✓	✓	✓		✓			✓	
Kansas	258.2	✓	✓	✓		✓		✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Kentucky	141.3				✓	✓	✓																
Louisiana	1,185.3	✓	✓			✓				✓			✓										

STATE	DOLLARS TO DATE (in millions)	FEDERAL FUNDING SOURCE											MAJOR PROGRAM AREAS										
		Title IV-E	Title IV-B	Medicaid	Fraud/Abuse	TPL	Drug Rebate	CHIP	TANF	CCDF /SSBG	Medicare	SSI	IV-A EA	Foster Care	Residential	Case Mgmt	Probation	Corrections	Family Pres	MH/MR/DD	Institutions	Admin Cost	Education
Maine	93.1	✓	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓			✓			✓	✓
Maryland	173.6	✓	✓	✓		✓			✓	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	
Massachusetts	167.8	✓	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓
Michigan	51.9					✓																	
Missouri	159.9			✓		✓	✓															✓	✓
Nebraska	45.0	✓	✓							✓			✓	✓	✓	✓			✓			✓	✓
Nevada	41.4	✓	✓	✓		✓			✓	✓	✓			✓	✓	✓	✓				✓	✓	✓
New Hampshire	0.0																						
New Jersey	1,647.4	✓	✓	✓		✓	✓			✓	✓	✓	✓										✓
New Mexico	40.6	✓	✓	✓	✓				✓	✓			✓	✓	✓	✓			✓			✓	✓
New York	54.5				✓	✓																	
Ohio	265.1	✓	✓	✓		✓				✓		✓		✓	✓	✓	✓					✓	
Oklahoma	26.3	✓			✓	✓																	
Oregon	New Project				✓		✓																
Pennsylvania	5,686.3	✓	✓			✓			✓				✓	✓	✓	✓	✓		✓			✓	
Rhode Island	3.0	✓	✓		✓					✓			✓	✓	✓	✓	✓		✓			✓	
South Carolina	100.4	✓	✓	✓		✓			✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓
Tennessee	28.0	✓	✓							✓	✓		✓	✓	✓	✓	✓		✓			✓	
Texas	2.0				✓																		
Utah	13.0	✓	✓							✓		✓		✓	✓	✓	✓		✓			✓	
Vermont	10.0			✓											✓	✓	✓			✓		✓	
Virginia	498.5			✓		✓					✓										✓		
Washington	34.0				✓		✓																
West Virginia	79.5				✓	✓	✓																
Wisconsin	724.8	✓	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	
TOTAL	15,140.8																						

As the exhibit indicates, the MAXIMUS Team has obtained \$15.1 billion in recoveries to date for 40 state and large county clients, a track record that we are certain no other firm or proposed team can match. Keep in mind that this reflects only the dollars received during the contract period. The dollar amount is considerably higher if the ongoing benefit of our work due to operational turnover to state clients at the end of contracts is taken into account.



#### 2.4.4 GC Services Corporate Profile

Since its inception in 1957, GC Services has offered collections services to the public sector. It accounts for more than \$30 billion in government receivables each year, including some of the largest government accounts ever assigned to the private sector. Our professional resources of about 10,000 has enabled GC Services increase its revenue and resolve cases/accounts for government agencies. Our expertise in the public sector has enabled our partners to meet today's unique challenges, in improving financial and operational efficiencies, while providing excellent customer service—all within a regulatory environment.

Many major companies in the private sector, including money-center banks, credit card companies, and telecommunications companies, also rely on GC Services' proven expertise in maximizing revenues from delinquent receivables. Our success has led to long-term partnerships with a diverse array of companies in virtually every industry.

- American Express (42 years)
- AT&T (23 years)
- Citicorp (28 years)
- GE Consumer Finance (23 years).

Over the years, GC Services has performed collection services at various levels of state governments, federal agencies, and municipal governments. These include federal government contracts with the U.S. Department of Education (ED), the IRS, and the Department of Treasury (FMS).

On the state level, we currently provide collection services on both a first and third-party basis to state government entities across the United States. GC Services has partnered with the State of Michigan for delinquent tax collection since 1985. Our understanding of public sector operations has led us to develop a 20-year partnership accounting for over \$2 billion in gross collection dollars on behalf of Michigan's citizens. We presently serve the Commonwealth of Virginia and several other states including California, Colorado, Arkansas, Missouri, Utah, Ohio, Oklahoma, and Michigan. These contracts cover an array of services, including delinquent tax collections, child support enforcement, court debt, and customer service call centers.

GC Services brings to the Commonwealth of Virginia its successes in implementation of all facets of government receivables management, to include collections of delinquent taxes, court fines and fees (including all elements of delinquent traffic fines and other court ordered obligations), child support delinquencies, employer contributions, overpayments, student loans, Medicare fraud, and billing, Medicaid, and all other categories of governmental receivables management.

The following are summary profiles of some of our state partnerships:

- **Commonwealth of Virginia** – GC services provides collection services for delinquent taxes and associated penalty and interest amounts.
- **State of Colorado** - G C Services managed the tax receivables for more than 20 years since its tax collection pilot project in 1983. The longevity of

this partnership attests to our success on Colorado's behalf and makes GC Services a good choice for the Commonwealth of Virginia.

- **South Carolina Department of Revenue** - GC Services managed debt collection through negotiations, thus resolving account delinquencies and discrepancies while keeping the interests of the state in mind. .
- **Oklahoma Tax Commission** – GC Services processed levies on behalf of the Commission. GC Services collected approximately \$1 million in additional revenue for the state within the first six months of operation. Results of this collection venture far exceeded the Commission's original expectations. In addition to collections, the contract provides for consulting services with regard to the Tax Commission's collection policies and procedures, automated tax systems, and accounts receivable issues.

To date, GC Services helped collect more than \$800 million in gross child support dollars. Georgia attests to the overwhelming success of the partnership. The national child support community considers Georgia's program one of the best examples of public and private sectors working toward a common goal.

As these short profiles demonstrate, GC Services is capable of providing a wide range of collection services. These services include, but are not limited to, the discovery of business and personal non-filers, maintenance of billing programs, training of personnel in collections, facilities management programs, outsourcing, and skip tracing services.

Due to extremely rigorous security requirements surrounding most governmental collection programs, GC Services is diligent in protecting the confidentiality and reputation of its public sector clients. GC Services understands the unique challenges and sensitivities of the government collection process.

## 2.5 Minority Business Inclusion

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Aligning with the Commonwealth's goals of wishing to invite, promote, and sustain partnerships with small, women-owned, and minority- (SWAM) businesses, included on Team CGI-AMS is SiloSmashers, a Virginia-based SWAM firm.<sup>1</sup> This SWAM Team member will fulfill a portion of the work throughout the proposed initiative, while other partners will be subcontracted as the need to fill delivery roles arises.

Through the VITA Advanced IT Resource Services Contracts, CGI-AMS has established teaming agreements with Virginia small, women-owned, and minority businesses (SWAMs). We plan to utilize these business partners for additional program services. Finally, where the need arises for program services that existing SWAM partners cannot fulfill, Team CGI-AMS will solicit additional SWAM businesses in Virginia to meet those needs, consulting the list of certified vendors maintained by the Department of Minority Business Enterprise. If desired, the Team will work with the Commonwealth to set SWAM participation standards to meet in subcontracting efforts.

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<sup>1</sup> Secretary's Initiative 4 from *The Global Digital Economy and the Bold Dominion Commonwealth of Virginia: Strategic Plan for Technology, 2002-2006*.

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